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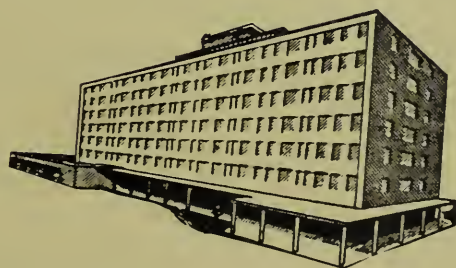
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TRAINING IN

ADMINISTRATIVE MANAGEMENT

WORKSHOP,

AT

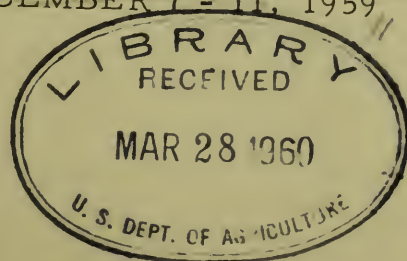


CLEMSON HOUSE

20

CLEMSON COLLEGE, SOUTH CAROLINA

DECEMBER 7 - 11, 1959



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Front row, left to right: Emory D. Cantey, ASC; Arthur M. Martin, SCS; Chester N. Bennett, REA; Miss Curtys Ballentine, Extension Service; J. Elbert O'Cain, ASC; Herbert Racoff, ARS; Hugh Dowdle, SCS; Paul H. Russell, FS; Second row, left to right: O. P. Wittig, FS; A. R. Griffith, ARS; C. V. Simons, Jr., ADE; James E. Craig, FHA; Frank Y. Duncan, ASC; Warren E. Garner, ARS; Coyle H. Whitworth, AMS; James L. Aull, SCS; Third row, left to right: D. D. Devet, FS; George B. Eleazer, FHA; W. S. Funk, ASC; John L. Mack, FHA; Tom Mauldin, ASC; F. M. Kearse, Extension Service; J. H. Bevis, Jr., AMS; Bob Stillwell, ASC; Fourth row, left to right: G. P. Haney, FS; C. H. Langford, AMS; E. M. Derham, FCIC; Adam Betsch, ARS-MID; Robert W. Sanders, ARS; James A. Luscombe, ARS; W. C. Anderson, FS; Last row, left to right: R. W. Gerding, ARS-ADE; R. F. Bullard, FCIC; G. A. Meares, SCS; G. W. Eberhardt, ARS-MI; J. L. Trihey, FHA.

FOREWORD

This is a summary report of the TAM Workshop held at The Clemson House, Clemson, South Carolina, December 7-11, 1959. It was planned, written, edited and published as a part of the training. The report was completed soon after adjournment of the Workshop and copies were mailed to each participant.

Under the circumstances in which this report was published, it is very likely that clerical, typographical and related errors are present.

We have tried diligently to capture the essence of what our speakers have intended for us. If we have failed, we are sorry.

We realize that good administrative management is of utmost importance in the efficient and economical operation of agricultural agency programs in this day of rapid and complex changes in our agriculture. Greater efficiency and economy of operation can be accomplished to some extent, we believe, through more training in leadership and management, such as offered by the TAM Workshop described in this summary.

The problem of maintaining a high level of efficient service throughout the United States Department of Agriculture presents a challenge to each of us and one which we gladly accept. Through the full cooperation of all leaders in establishing sound policies for their agencies, this problem can be solved.

Each participant in the Workshop had the opportunity to hear outstanding authorities from business, government, and universities explain the various phases of administrative management and discuss them with

the other participants. This has resulted in a clearer understanding on our part of Department programs and increased interest in the field of creative thinking and planning.

We sincerely appreciate the opportunities which this Workshop has afforded us to learn more about the theory, principles, and practices of management. They will result in our self-development only to the degree that we are determined to use what we have learned.

Our job is not ended, but will continue through constant efforts to improve ourselves and others. We hope that graduates of this South Carolina TAM Workshop will continue to give the leadership necessary to planning, organizing and carrying out local **TAM** workshops within their own agencies and to give guidance to other management activities.

TABLE OF CONTENTS

	<u>Page</u>
Foreword	1
Table of Contents	3
Acknowledgments	5
Program	6
List of Agency Participants	9
Workshop Committee Assignments	11
Speakers and Discussion Leaders	12
TAM Workshop Purposes, Duties and Objectives By R. F. Bullard	13
Welcome to Clemson By Dr. M. D. Farrar	15
Handling Introductions and Summarizing Talks By Joe B. Earle	17
USDA Agencies and What They Do By George A. Meares	21
Supervision By F. H. Spencer	25
Communications By L. B. Woodard and Earl Tye	27
Fundamentals of Management By Dr. J. A. Morris and Dr. R. W. Rosen	30
Human and Public Relations By John Paul Lucas, Jr.	33
Public Speaking By Dr. M. G. Christopherson	35
Innovation and Creativity By Dean James E. Gates	37

Decision Making and Delegating Authority By Malcolm H. Holliday, Jr.	41
You and Management, You and Your Economy By Dr. Wallace D. Trevillian	43
The Job Ahead in Agriculture By Henry M. Simons, Jr.	46
Report on Films Reviewed	48
References	49

ACKNOWLEDGMENTS

Those of us selected to participate in the South Carolina TAM Workshop wish to express our sincere appreciation to all who played a part in planning and organizing the Workshop.

Our special thanks go to the members of the TAM Workshop Committee, whose members are:

Dr. Ross W. Gerding	ARS	Chairman
Joe B. Earle	SCS	Secretary
Joseph L. Trihey	FHA	Business Manager
George A. Meares	SCS	Assistant Business Manager
Dr. Guy W. Eberhardt	ARS	
Robert F. Bullard	FCIC	

Our sincere appreciation is expressed to Clemson College and The Clemson House for being a most gracious host to the South Carolina TAM Workshop.

We especially commend our most able Chairman, Mr. Paul H. Russell, for the efficient manner in which he served as presiding officer of this Workshop.

A special vote of thanks should go to Mrs. Eleanor Danielson of ARS, Clemson, for her services and assistance to the Editorial Committee in connection with the preparation of this publication.

We are certainly indebted to all of our speakers who gave most generously of their time and effort to share with us their experiences in the many broad and important fields of management which were developed in this Workshop.

PROGRAM

TRAINING IN ADMINISTRATIVE MANAGEMENT WORKSHOP THE CLEMSON HOUSE CLEMSON, SOUTH CAROLINA

DECEMBER 7-11, 1959

Monday, December 7

8:00 - 12:00 M

<u>Subject</u>	<u>Discussion Leader</u>
TAM Workshop Purposes, Duties and Objectives	R. F. Bullard, Area Director Federal Crop Insurance Corp. 301 N. Jackson Street Nashville, Georgia
Welcome to Clemson	Dr. M. D. Farrar, Dean School of Agriculture Clemson College, S. C.
Handling Introductions and Summarizing Talks	Joe B. Earle, Assistant State Conservationist Soil Conservation Service Columbia, S. C.

1:00 - 5:00 P.M.

USDA Agencies and What They Do	George A. Meares, State Administrative Officer Soil Conservation Service Columbia, S. C.
--------------------------------	---

Tuesday, December 8

8:00 - 12:00 M

Supervision	F. H. Spencer, Executive Assistant Administrator Agricultural Research Service Washington, D. C.
Communications	L. B. Woodard, General Personnel Manager Southern Bell Tel. & Tel. Co. Columbia, S. C. Earl Type, Personnel Training Supervisor Southern Bell Tel. & Tel. Co. Athens, Ga.

Wednesday, December 9

8:00 - 12:00 M

Fundamentals of Management

Dr. J. A. Morris
Professor of Economics
University of South Carolina
Columbia, S. C.

1:00 - 5:00 P.M.

Human and Public Relations

John Paul Lucas, Jr.,
Vice-President
Duke Power Company
Charlotte, N. C.

Public Speaking

Dr. M. G. Christopherson
English Department
University of South Carolina
Columbia, S. C.

Thursday, December 10

8:00 - 12:00 M

Innovation and Creativity

Dean James E. Gates
College of Business
Administration
University of Georgia
Athens, Georgia

Decision Making and Delegating
Authority

Malcolm H. Holliday, Jr.
Asst. Administrator (Operations)
Farmers Home Administration
Washington, D. C.

Friday, December 11

8:00 - 12:00 M

You and Management.
You and Your Economy.

Dr. Wallace D. Trevillian
Professor and Head of
Department of Industrial
Management
Clemson College, S. C.

The Job Ahead in Agriculture

Henry M. Simons, Jr.
Assistant Vice-President
and Manager
Agricultural Department
Wachovia Bank and Trust
Company
Charlotte, N. C.

Summary

Dr. Ross W. Gerding,
Assistant Veterinarian in Charge
Animal Disease Eradication
Division
Agricultural Research Service
Columbia, S. C.

LIST OF AGENCY PARTICIPANTS

AGRICULTURAL MARKETING SERVICE

Charles H. Langford, Extension Marketing Specialist, Columbia, S. C.

John H. Bevis, Jr., Cotton Technologist, Clemson, S. C.

Coyle H. Whitworth, Agricultural Statistician, Columbia, S. C.

AGRICULTURAL RESEARCH SERVICE

James A. Luscombe, Agricultural Engineer, Clemson, S. C.

Dr. Carl V. Simmons, Jr., Veterinary Livestock Inspector,
Columbia, S. C.

Dr. A. R. Griffith, Inspector in Charge, Orangeburg, S. C.

Robert W. Sanders, District Supervisor, Florence, S. C.

Dr. Adam Betsch, Supervisory Veterinary Meat Inspector,
Greenwood, S. C.

Warren E. Garner, Agricultural Engineer, Clemson, S. C.

Dr. Herbert Racoff, Supervisory Veterinary Meat Inspector,
Columbia, S. C.

AGRICULTURAL STABILIZATION AND CONSERVATION COMMITTEE

Robert H. Stillwell, Chairman, State ASC Committee, McColl, S. C.

Wilder S. Funk, State Administrative Officer, Columbia, S. C.

Thomas F. Mauldin, Chief, Administrative Division, Columbia, S. C.

Emory D. Cantey, District Fieldman, New Zion, S. C.

J. Elbert O'Cain, Program Specialist, Orangeburg, S. C.

Frank Y. Duncan, District Fieldman, Sharon, S. C.

List of Agency Participants

FARMERS HOME ADMINISTRATION

John L. Mack, Real Estate Loan Officer, Columbia, S. C.

George B. Eleazer, Operating Loan Officer, Columbia, S. C.

James E. Craig, Area Supervisor, Greenville, S. C.

FEDERAL CROP INSURANCE CORPORATION

Edgar M. Derham, State Director, Columbia, S. C.

FOREST SERVICE

Paul H. Russell, Forest Supervisor, Columbia, S. C.

Orrin P. Wittig, Administrative Officer, Columbia, S. C.

David D. Devet, Forest Fire Assistant, Columbia, S. C.

Glenn P. Haney, Forester-in-Charge, Charlottesville, Virginia

Walter C. Anderson, Research Forester, Forest Economics,
Asheville, N. C.

RURAL ELECTRIFICATION ADMINISTRATION

Chester N. Bennett, Field Representative, Columbia, S. C.

SOIL CONSERVATION SERVICE

Hugh J. Dowdle, Assistant State Conservationist, Columbia, S. C.

James L. Aull, State Conservation Engineer, Columbia, S. C.

Arthur M. Martin, Assistant State Administrative Officer, Columbia, S.C.

SOUTH CAROLINA EXTENSION SERVICE

D. Austin Shelley, District Agent, Barnwell, S. C.

Frank M. Kearse, District Agent, Florence, S. C.

Miss Curtys Ballentine, Associate District Agent, Clemson, S. C.

WORKSHOP COMMITTEE ASSIGNMENTS

Advisory Steering Committee

Edgar M. Derham	FCIC
Wilder S. Funk	ASC
Hugh J. Dowdle	SCS
Paul H. Russell	FS
Glenn P. Haney	FS
Charles H. Langford	AMS
Miss Curtys Ballentine	Ext. Service
Chester N. Bennett	REA
George B. Eleazer	FHA

Editorial Committee

D. Austin Shelley	Ext. Service
Dr. A. R. Griffith	ARS
Warren E. Garner	ARS
Frank Y. Duncan	ASC
Thomas F. Mauldin	ASC
Orrin P. Wittig	FS
Walter C. Anderson	FS
John H. Bevis, Jr.	AMS
Robert W. Sanders	ARS

Library Committee

John L. Mack	FHA
Emory D. Cantey	ASC
James A. Luscombe	ARS
J. Elbert O'Cain	ASC

Film Review and Selection Committee

David D. Devet	FS
Dr. Adam Betsch	ARS
Dr. Carl V. Simmons, Jr.	ARS

Recreation Committee

Frank M. Kearse	Ext. Service
Arthur M. Martin	SCS
Dr. Herbert Racoff	ARS
James E. Craig	FHA
Coyle H. Whitworth	AMS
James L. Aull	SCS
Robert H. Stillwell	ASC

SPEAKERS AND DISCUSSION LEADERS

<u>Speaker</u>	<u>Introducing Speaker and Leading Discussion</u>
Robert F. Bullard	Dr. Ross W. Gerding
Joe B. Earle	Hugh J. Dowdle
George A. Meares	Thomas F. Mauldin
Dr. M. D. Farrar	Dr. Ross W. Gerding
F. H. Spencer	George B. Eleazer
L. B. Woodard) Earl Tye)	Arthur M. Martin
Dr. J. A. Morris) Dr. R. W. Rosen)	Paul H. Russell
J. P. Lucas, Jr.	John L. Mack
Dr. M. G. Christopherson	Dr. Carl V. Simmons, Jr.
Dean James E. Gates	James E. Craig
Malcolm H. Holliday, Jr.	John Bevis, Jr.
Dr. Wallace A. Trevillian	Frank M. Kearse
Henry M. Simons, Jr.	James L. Aull

TMA WORKSHOP PURPOSES, DUTIES AND OBJECTIVES

By R. F. Bullard

Bob Bullard is a native Georgian. He graduated from the University of Georgia in Business Administration and has taken additional work at Auburn and N. C. State Colleges in Statistics and Agricultural Economics. He has taught in the public schools, was assistant county agent, and has worked for AAA-PMA and now ASC. Bullard was later appointed District Supervisor for FCIC in Georgia. Later, he became a field underwriter for Southeastern States with FCIC. In 1951 he transferred to Washington, D. C., in the sales division and was made Area Director in 1953. Bob is listed in "Who's Who in America" and is active in church and civic affairs.

SUMMARY

By James E. Craig, FHA
W. S. Funk, ASC

Mr. Bullard explained how TAM Workshops were started in the USDA and the importance of these Workshops in the development of leadership. It is expected that participants will gain knowledge that will enable them to make further advancement in management and leadership fields and convey this knowledge to others.

OBJECTIVES:

1. To improve one's ability to think, one's attitude, one's enthusiasm, to develop imagination, and to create in each participant a desire for greater effort at self-development.
2. Develop a system of successful communications.
3. To increase understanding of USDA agencies.

METHODS TO ACCOMPLISH OBJECTIVES:

1. Develop enthusiasm, knowledge and imagination to help achieve our goals.
2. Better management methods will be developed by reading timely information available in libraries.
3. Full utilization of top speakers from private industry, government, colleges and universities.

COMMITTEE ASSIGNMENTS AND THEIR FUNCTIONS.

1. Advisory Steering Committee will plan, organize, modify and conduct the activities of the Workshop.
2. Editorial Committee will prepare a booklet summarizing the Workshop.
3. Library Committee will make available books and other reference material for Workshop members.
4. Film Review and Selection Committee will preview and select appropriate films to be used when requested.
5. Recreational and Social Committee will be to plan recreational activities for the group.

INTRODUCTIONS:

Mr. Bullard at the conclusion of his talk introduced his co-workers on the Workshop Committee, after which each participant gave his name, agency and home address.

The Workshop then adjourned and re-assembled by Committees for the purpose of electing Committee chairmen.

SUMMARY STATEMENTS.

The group was reminded that mental power, like muscle power, deteriorates when not used. It is not necessarily true that mental power deteriorates with age because many are as alert at 80 years of age as they were at 30. It was also stated that enthusiasm is infectious, that knowledge is power, and that our judgement is no better than our knowledge and information. He further emphasized this point by quoting Disraeli as saying "Imagination governs the world."

WELCOME TO CLEMSON

By Dr. M. D. Farrar

Dr. M. D. Farrar was born in Lawrence, Kansas. He received his B.S. degree (Gen. Sc.) from Iowa State College in 1925, his M.S. degree (Entom. & Zoo.) from South Dakota State College in 1927, and his Ph.D. degree (Entom.) from Iowa State College in 1933. During 1927-1928 he was an Assistant Instructor in Human Physiology at South Dakota State College. During 1928-1932 he held a Research Fellowship with the Crop Protection Institute at Iowa State College. During 1932-1946 he was Research Entomologist with the Natural History Survey Division of Illinois State University. From 1946-1949 he was Associate Director, Crop Protection Institute, Durham, New Hampshire. From 1949-1953 he held the positions of Entomologist and State Entomologist with the South Carolina State Crop Pest Commission and was head of the Department of Entomology and Zoology at Clemson College. In 1953 he became Dean of Agriculture at Clemson College, which position he presently holds.

Dr. Farrar is affiliated with the Pendleton Farmers Society, Theta Chi, Sigma Xi, Phi Kappa Phi, Gamma Sigma Delta, Alpha Zeta, American Association for the Advancement of Science, Entomological Society of America (Cotton States Division), Association of Southern Agricultural Workers, and the American Chemical Society. In addition, Dr. Farrar is a member of the Presbyterian Church, is active in Boy Scout work and is a member of the Rotary Club. He has three children, one girl and two boys, and four grandchildren.

SUMMARY

By D. Austin Shelley, Ext. Ser.
James A. Luscombe, ARS

It is a rare opportunity to meet with a group such as represented here to consider and explore problems of agriculture. People attending this type of meeting need no special welcome because they are always welcome at Clemson College.

One of the major problems of agriculture is the reduced labor force required to provide more food for more people. Approximately 12% of the population of the U. S. is now producing for themselves and the other 88%. About 60% of the total population is employed in the manufacturing and servicing industries or the so-called "middle-man" classification.

Clemson College is thinking in broad terms, forgetting as much of the past as possible and getting on with the future.

The transitory period experienced by American Agriculture brought on the need for the many agencies of USDA represented here today and each has its job to do. It is good that you have come together for this program in administrative management. South Carolina likewise has problems of communication between groups and has an Agricultural Council which gets together about four times each year to see what the other fellow is doing.

We do not accept the statement that agriculture is declining - it is changing. Agriculture is made up of people, land and water producing food, clothing and shelter.

Some comparative figures compiled by Dr. M. C. Rochester, Department of Agricultural Economics, Clemson College for South Carolina, show:

	<u>1940</u>	<u>1958</u>
Agricultural Income	\$100 million	\$336 million
% S. C. Income by Cotton	54%	13%
% S. C. Income by Tobacco	13%	23.4%
S. C. Income by Soybeans	None	11 million
% S. C. Income by Livestock	16%	35%

Peaches and fruits and vegetables have increased in productive value since 1940 and have great potential.

South Carolina has witnessed an increase in mechanization, increase in farm size and decrease of manual labor. The basic philosophy is "If you can't do it with machinery, don't do it."

Farmers of the future will not wish to be told or shown how to do something but will want facts on which to base a decision. Future farmers will be trained and will make decisions in a businesslike manner.

Recent actions such as that of the Food and Drug Administration on cranberries will stimulate activity in use of chemicals in agriculture and the possible residual effects on consumptive products.

Agricultural agencies must help farm people help themselves to produce more food for more people.

HANDLING INTRODUCTIONS AND SUMMARIZING TALKS

By Joe B. Earle

Joe B. Earle is a native of Pickens, South Carolina. He attended high school in Central, South Carolina. He graduated from Clemson College in the class of 1940, majoring in Vocational Agriculture. He was top man scholastically in his Junior year and second high man at graduation. He's married and has two children, a son and daughter. He taught Vocational Agriculture in the Pacolet School of Spartanburg but resigned in 1941 to accept a position with the Soil Conservation Service. This tour of duty was cut short by World War II. He was a member of the Armed Services in the Pacific Theatre of Operation. Separated as a Lt. Col., he still continues his active reserve status. Early in 1946 he resumed his position with the Soil Conservation Service, serving successively as farm planner, work-unit conservationist, District Conservationist, Area Conservationist, and is now Ass't. State Conservationist. He is proficient as a photographer and is an outstanding writer and public speaker. Along with an active professional career, he is a leader in church affairs.

SUMMARY

By C. H. Langford, AMS

P. H. Russell, FS

The first lesson of the South Carolina TAM Workshop held at the Clemson House, Clemson, South Carolina, concerned the introduction of speakers and summarizing presentations. The speaker emphasized the importance of proper handling of introductions and the reasons for this important phase of TAM and other sessions. The better known a speaker is the necessity for lengthy or elaborate introductions is lessened. For instance, all the introduction required for the President of the United States is "Mr. President."

Mr. Earle divided the participants into small groups for them to study and suggest guides for persons who introduce speakers and summarize talks. He called these "buzz" sessions. After each "buzz" session leader listed the group suggestions on the blackboard, the following guides were recommended.

I. INTRODUCING SPEAKER

A. WHAT DOES THE INTRODUCER HAVE TO DO WITH THE SPEAKER BEFORE THE TIME TO SPEAK?

1. Meet the speaker at a designated place.
2. Check on accommodation (for family also if needed).
3. Furnish transportation if needed.
4. Arrange for meals, if appropriate.
5. Entertain speaker, if appropriate.
6. Obtain name tag for speaker.
7. Arrange for necessary props.
8. Assure that rostrum is in order.
9. Know how to properly pronounce his name.
10. Become familiar with background.
11. Advise speaker of any particular characteristics of audience such as hostility, problems, etc.
12. Ascertain that speaker knows time allotted for speech and for subsequent discussion or questions and answer period.
13. Make speaker feel he's a "Vip."
14. Verify subject.

B. KEY POINTS FOR THE INTRODUCER TO OBSERVE IN DOING HIS JOB.

1. Speak clearly.
2. Be brief, 2 or 3 minutes, not too brief.
3. Don't talk about yourself.
4. Don't read more than absolutely necessary.
5. Don't smoke while making introduction.
6. Give audience qualifications of speaker.
7. Pronounce speaker's name distinctly.
8. Don't say, "I give you Mr. So-and-So."
9. Don't use excessive humor.
10. Don't infringe on speaker's subject.
11. Give speaker's name last.
12. Remain standing until speaker reaches podium.
13. Start applause.

C. TECHNIQUE FOR HANDLING THE DISCUSSION OR QUESTION PERIOD.

a. The buzz system.

1. Divide audience into groups of 5 or 6 persons each. Take a short break; each group formulate several questions to be propounded to speaker.

b. General question and answer session, introducer should:

1. Have knowledge of subject and speaker.
2. Have questions "planted."
3. Ask important, leading variety and discussion type questions.
4. Keep questions on subject.
5. Ask only questions that are related to speech.
6. Moderate rather than lead discussion.
7. Encourage wide participation; discourage one person from asking too many questions.
8. Repeat questions if it is apparent questions not understood or heard.
9. Close discussion at proper time or sooner if questions lag too much or cease.

D. THANKING THE SPEAKER WHEN HE'S THROUGH REQUIRES THAT THE INTRODUCER:

a. Listen carefully.

b. Be brief.

c. Make mental or written notes of specific reasons why he can sincerely thank the speaker, such as:

1. Line and effort in organization and preparation of speech.
2. Excellent delivery.
3. Creativeness as evidenced by novel ideas.
4. Forthright treatment of subject.
5. Coverage of subject.
6. Speaker's presence.
7. Interesting.
8. Informative.
9. Entertaining.
10. Original.
11. Possible great sacrifice of valuable time.
12. Be sure no question left unanswered.

II. TECHNIQUES FOR SUMMARIZING TALK.

1. Give brief biographical sketch prior to summary. (Obtain from introducer).
2. Use outline form as standard.
3. Make it brief.
4. Hit high spots of speech plus punch line.
5. Don't include humor.
6. Listen carefully.
7. Include pertinent questions and answers.
8. Make quotation and reference.
9. Bibliography. Obtain names of reference materials from speaker.

USDA AGENCIES AND WHAT THEY DO

By George A. Meares

Mr. Meares was born in Pelzer, Greenville County, South Carolina. He received his training in vocational agriculture at Clemson College, graduating in 1929. He taught vocational agriculture in York, South Carolina, for several years before entering the Soil Erosion Service. Later he became District Conservationist with the Soil Conservation Service. In 1950 he became Regional Training Officer for the SCS at Spartanburg, South Carolina. He moved to his present position as State Administrative Officer for the SCS at Columbia, South Carolina, in 1954. He also serves as the USDA Recruiting Officer for South Carolina.

SUMMARY

By Miss Curtys Ballentine, Ext. Service
Glenn P. Haney, FS

The speaker divided his presentation into three major parts: (1) brief history of the Department, (2) current organization of the Department, and (3) questionnaire involving functions of agencies. Following the speaker's presentation, the workshop participants elaborated on the functions of their respective agencies. The following outline will present the highlights of the speaker's presentation, and will include brief statements concerning agency functions.

I. HISTORY OF THE DEPARTMENT: RECOGNIZE FOUR ERAS

A. 1839 to 1862 (Under U. S. Patent Office)

1. 1830's - Patent office distributed seeds and collected Agricultural Statistics.
2. 1839 - First appropriation for agriculture.
3. Agricultural activities varied according to the interests of the various Commissioners of Patents.
4. 1861 - Considerable pressure to establish a separate Agricultural Bureau.

B. 1862-1889 (Served by 7 Commissioners of Agriculture).

1. Department of Agriculture created - 1862.
2. Homestead Act enacted - 1862.
3. Land Grant College Act enacted - 1862.
4. Seven commissioners served through this period, gradually increasing the scope of the Department's program.
5. Bureau of Animal Industry was established.

C. 1889 - 1933.

1. 1889 - Department of Agriculture given cabinet rank - Norman J. Coleman, first Secretary.
2. Secretary Jeremiah Russ (1889-1903) recognized importance of publicity; first Farmers Bulletins issued.
3. Secretary James Wilson (1897-1913) fostered considerable growth and development of the Department and gave it a major reorganization.
4. The 20-year period (1913-1933) saw considerable growth in the Department and much legislation concerning problems of the times - increased production during 1st World War, and surpluses after the war.

D. 1933 to present.

1. Agricultural Adjustment Act enacted in 1933 to raise farmer's income by adjusting production to demand.
2. Agricultural Adjustment Act of 1933 ushered in legislation establishing the "action agencies" of the Department.
3. Second World War - Department reorganized for purpose of food production and distribution.
4. 1953 - Secretary Benson reorganized the Department according to the organization outline which follows.

II. ORGANIZATION OF THE DEPARTMENT OF AGRICULTURE AND AGENCY FUNCTIONS.

Under the Secretary and Under Secretary the Department is organized into four major groups.

A. Federal-States Relations.

1. Agricultural Conservation Program Service - Responsible for program whereby the government shares with farmers the costs of conservation practices.
2. Agricultural Research Service - Conducts research in all phases of Agriculture and carries out various regulatory functions.
3. Farmer Cooperative Service - Performs research, advisory and educational work to help increase the effectiveness of the various farm cooperatives.
4. Federal Extension Service - In charge of the Federal-Government's part in the cooperative Federal-State Agricultural Extension Service.
5. Forest Service - Responsible for promoting wise use of forest and related natural resources through management of the National Forests, cooperation with states and private landowners, and maintenance of a comprehensive forest and related range research program.

6. Soil Conservation Service - Give technical help to farmers in the soil conservation districts in the work they are doing to conserve land and water; responsible for Federal part of National Cooperative Soil Survey.

B. Marketing and Foreign Agriculture.

1. Agricultural Marketing Service - Carries out a variety of activities associated with marketing research and services, crop reporting, economic and statistical analyses, surplus removal, regulatory programs, etc.
2. Commodity Exchange Authority - Operations are important to efficient buying and selling of farm products. Supervisors trading in futures at commodity exchanges.
3. Foreign Agricultural Service - Promotes export of farm products; provides information on foreign agriculture; represents U. S. Agriculture in foreign lands.

C. Agricultural Stabilization.

1. Commodity Stabilization Service - Directs acreage allotment and marketing quota programs for reducing surplus production.
2. Commodity Credit Corporation - Carries out soil bank and price support programs.
3. Agricultural Stabilization and Conservation - Carries out CSS programs requiring direct dealings with farmers.
4. Federal Crop Insurance Corporation - Insures farmer's investments in crops against loss from natural hazards (drought, disease, insects) and the unavoidable production risks beyond the farmer's control.

D. Agricultural Credit Services.

1. Farmers Home Administration - Provides supplemental credit to farmers to buy, improve, and operate their farms, and, in emergencies, to help them continue farming.
2. Rural Electrification Administration - Provides credit to local companies and cooperatives for the purpose of providing and extending electric and telephone service to rural residents.

E. Office of Administrator.

F. General Counsel.

III. QUESTIONNAIRE CONCERNING FUNCTIONS OF DEPARTMENT AGENCIES. Used to provide participants with a self-testing of their knowledge of Agency functions.

The speaker referred to the preamble of the Act establishing the Department of Agriculture in 1862, and remarked that the passing years have in no way lessened the charge which the preamble makes to each and every member of the Department. It is fitting to close with this preamble as follows:

"Be it enacted by the Senate and House of Representatives of the United States of America and Congress assembled, that there is hereby established at the seat of Government of the United States a Department of Agriculture, the designs and duties of which shall be to acquire and diffuse among the people of the United States useful information on subjects connected with agriculture. "

References:

U. S. Department of Agriculture

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U. S. Dept. Agri., Agri. Handbook No. 76. 364 pp.

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1959 Activities of the U. S. Department of Agriculture.

USDA February 49 pp. (Processed).

SUPERVISION

By Frank H. Spencer

Mr. Spencer is a native of New Jersey and a graduate of the Stuart Business College. He took night classes and extension courses at the Washington School of Accountancy. Additional studies were taken at La Salle Extension, University of Chicago and Alexander Hamilton Institute in New York.

In 1917 he received an appointment in the Department of Agriculture and has served since that time in administrative work in the Bureau of Animal Industry, Bureau of Markets, Division of Publications, Offices of The Secretary of Agriculture, Bureau of Entomology and Plant Quarantine and is at present the Executive Assistant Administrator of the Agricultural Research Service, USDA.

He is Vice-President and Member of the Board of Directors of the USDA Beneficial Association. He is a Past President of the USDA Welfare Association. He is a Baptist, Mason, Rotarian and a member of the American Society for Public Administrators. His hobbies are photography and golf.

SUMMARY

By O. P. Wittig, FS

Dr. Herbert Racoff, ARS

A good supervisor is one who is able to get people associated with him to do an effective job. The measure of his success should be found in how well his people do their work and how high their morale is while they do it. Associated with supervision are certain distinctive characteristics:

1. Levels in the chain of command ("layering").
2. Personal relationship.
3. Personal identification of the work for which he is responsible.
 - a. Get things done and done right
 - b. Get the work done in the best way - spot weak points in the methods and techniques and bring about improvements.
 - c. Most effective use of manpower - human beings are still the most valuable resource we have
 - d. Safety
 - e. Training and development of employees
 - (1) Encourage self improvement

- f. Morale
- g. Discipline
 - (1) Guidance and counsel

SUPERVISORY TECHNIQUES

The most effective supervision proceeds along four simple lines.

1. Tell - explain the whole operation very thoroughly.
2. Show - a demonstration is superior to the most eloquent theoretical discussion.
3. Watch (observe) - a friendly, sympathetic observation.
4. Check - evaluate the operation and the employees.

WHAT MAKES A GOOD SUPERVISOR?

1. Job knowledge.
2. Ability to plan work and to maintain schedules and standards.
3. Ability to communicate clearly
 - a. Recognition that effective communication is a two-way proposition.
4. Ability to delegate authority and responsibility.
5. Integrity.
6. Ability to be firm and fair.
 - a. Tact and courtesy.
 - b. Liberal use of "please" and "thank you".
7. Dependability.
8. Ability to understand people.

"The key to effective supervision lies in the personal character and philosophy of the individual. Soundness in this area can offset a multitude of deficiencies in a man's technical qualifications."

The discussion period indicated considerable interest in the subject as evidenced by the numerous questions asked and audience participation. Points previously made were highlighted.

COMMUNICATIONS

By L. B. Woodard

Mr. Woodard is General Personnel Manager, Southern Bell Telephone and Telegraph Company, Columbia, South Carolina. He attended Macon, Georgia, public schools and later Georgia Tech in Atlanta, Georgia. His career with Southern Bell began in Macon, Georgia, in 1928 working in a line crew. He was transferred frequently and promoted each time he was transferred. In 1953 he was transferred to Columbia, South Carolina, as Personnel Manager in South Carolina and in 1957 was appointed General Personnel Manager and is acting in that capacity at the present time.

SUMMARY

By Dr. A. R. Griffith, ARS
Chester N. Bennett, REA

We are interested primarily in the kind of communication problems that happen on the job, these being:

1. We study the kind of things that lead to misunderstandings.
2. We wish to examine the kind of things that lead to trouble in talk situations.

Information relayed from mouth to mouth tends to be diminished and lessened as it passes along, by the following methods: (a) omission, (b) distortion, (c) additions, (d) imagination.

Ways to pass on information correctly:

1. Take notes and urge your receiver to take notes.
2. Give details in order of happening.
3. Play back the details.
4. Ask questions:
 - a. By the speaker
 - b. By the listener
5. Give details slowly and distinctly.

6. Use sketches or visual aids.
7. Use emphasis or word underlining.
8. Give a quick overview.
9. Reduce number of people to pass the information to, when possible. (Use conferences)
10. Use visual, oral or written media when possible.

Recurring problems in communications are:

1. Lack of clarity.
2. Lack of use of understanding words.
3. Ineffective listening and concentration.
4. Too much assumption in the information being disseminated.
5. Delay in giving information.
6. Lack of brevity, or too much detail.

Many people think they are being factual in giving information when they are guessing instead. This is widespread which shows itself in the process of conversations.

Wisdom begins in knowing the difference between: (a) when we are inferring in our talk, (b) when we are talking factually.

The dictionary tells you only what words have meant, not necessarily what they mean now or what they will mean later (or the meaning put on the individual who is using the word).

ALLNESS is defined as a closed mind. Methods to reduce ALLNESS are:

1. Produce facts.
2. Make a self-analysis.
3. Patience and understanding with open mind.
4. Offer alternate suggestions.

5. Plant suggestions.

6. Transfer or reassignment of the person.

Due to multiple meanings of words, interpretations and meanings can be misconstrued, which in appearance may seem contradictory. Interpretation of multiple words may depend on the listener and his pattern of thinking at the time.

Listening response is an action conveyed to a person that you are interested in what he is saying and is indicated by a nod, a pause, a casual remark, an echo or a mirror.

Supervisor corrections are not generally made as often as they should be.

HANDLING BARRIERS IN COMMUNICATIONS

Suggested list of books for use or reading material:

* "Handling Barriers in Communication" (Harper & Bros.)
Irving J. Lee and Laura L. Lee

"Customs and Crisis in Communication (Harper & Bros.)
Irving J. Lee

"How to Talk With People" (Harper & Bros.)
Irving J. Lee

* "How to Develop Your Thinking Ability" (McGraw-Hill)
Kenneth S. Keyes, Jr.

"Language, Meaning and Maturity" (Harper & Bros.)
S. I. Hayakawa

"Power of Words" (Harcourt, Brace & Co.)
Stuart Chase

* Considered by some to be the most helpful books.

FUNDAMENTALS OF MANAGEMENT

By Dr. James A. Morris

Dr. Morris is Professor of Economics and Director of Graduate Studies in Business Administration, University of South Carolina. He also is Labor Arbitrator on panels of American Arbitration Association and Federal Mediation and Conciliation Service, as well as a member of National Academy of Arbitrators. He served in 1956-1957 as a special Economic Advisor to Director of U. S. Operations Mission to Turkey, and in 1953-1954 was a visiting Research Professor in Industrial Operations at Nuffield College, Oxford University. He served in the U. S. Army in World War II as a Lieutenant Colonel. Dr. Morris holds a B.A. degree from Northeastern University and M.A. and Ph.D. degrees from Harvard University and also is a graduate of the U. S. Army Command and General Staff School.

SUMMARY

By Robert H. Stillwell, ASC
Frank M. Kearse, Ext. Service

Management is the process of getting things done through others by coordinating group activity. Fundamentals of management include: planning, organizing, staffing, directing, and controlling. Management executes policy; administration determines policy and scope of the organization.

Management works with PEOPLE - not materials - through managerial techniques and skills.

I. CLASSES OF MANAGEMENT TECHNIQUES

- A. Traditional - Passed from father to son. Do it like grandpa did it.
- B. Rule-of-Thumb - Oldest method. Solve problems as they arise on basis of past experience. Don't try to anticipate problems.
- C. Scientific - Management by a plan, using principles to govern activities.

Frederick W. Taylor was a leading figure in early development of scientific management. Later, Morris Cooke applied it to government. Frank Gilbreth worked in developing time-motion studies prohibited by

law in Federal agencies until 1952. The Army was also influential in the development of scientific management. The principles of scientific management are simply truisms that make sense.

II. MANAGEMENT FUNCTIONS

- A. Planning - Establish goals and objectives.
- B. Organize and Staff
 - 1. Determining Grouping duties
 - 2. Assigning tasks
 - 3. Delegating authority
 - 4. Manning positions
- C. Controlling - a brain to direct and/or coordinate.
 - 1. Other brains - subordinates
 - 2. Muscle power
 - 3. Mechanisms - this is designed to compel events to conform to plans, and must:
 - a. Have "feed-back" system
 - b. Reconcile conflicts
 - c. Act, when events fail to conform to plans
 - d. Clarify goals

III. MANAGEMENT'S OBJECTIVES

- A. Level and stability of PROFITS
- B. Level and stability of MARKETS (SALES)
- C. Level and Stability of COSTS
- D. Survival (may take precedent over profit for protection of asset values)
- E. Control of operations
- F. Personal and public prestige

IV. INTERACTIONS AND INTERRELATIONSHIPS BETWEEN OBJECTIVES -

None of these can be considered in isolation, but all must be considered as a whole in managerial decision-making. At any given time,

any one of these objectives may be either conflicting with, or reinforcing one or more of the others, i.e. two may conflict in the short-run, but be supplemental in the long-run.

Also, in the first three objectives, contemplated changes in level (or stability) may be in conflict with maintenance stability (or level).

V. PRIORITY OF OBJECTIVES

- A. Unity of command - only one boss
- B. Span of control - there is a limit to the number of men a manager can effectively supervise.
- C. Homogeneous assignment - group applied functions into the same subdivisions
- D. Delegation of authority with responsibility

VI. PRINCIPLES FOR GOOD HUMAN RELATIONS

- A. Be cautious of standard punishments because people differ
- B. Don't criticize a group to reach a few
- C. Discipline privately; praise publicly
- D. Beware of the chemistry of the violent reaction
- E. Observe the psychology of the safe work load.

HUMAN AND PUBLIC RELATIONS

By John Paul Lucas, Jr.

John Paul Lucas, Jr., a Vice President and Director of the Duke Power Company, was formerly a newspaperman in his home town of Charlotte, North Carolina. He holds degrees from Duke University, North Carolina State College, and Princeton University, and has served as a member of the Psychology Department at State College and of the English faculty at Clemson College. He has written numerous newspaper, trade, and academic articles and is co-author of a novel of early life in Eastern Carolina.

Mr. Lucas is identified with the civic, church, and educational life of his city and State. He is a member of the Board of Directors of the Chamber of Commerce of the United States and chairman of its Business Relations Committee. He is a past District Lay Leader of the Methodist Church, past president of the Charlotte Rotary Club, and of the Association of Charlotte Civic Clubs, a past District Governor of Rotary, a director of the Blue Ridge Assembly of the Southern Y.M.C.A., and a past or present director in a number of civic and other boards.

He is married to the former Maria Martin of Clemson College, South Carolina, and is at least partly responsible for the health, behavior, and report cards of six children -- three sons and three daughters.

SUMMARY

By Edgar M. Derham
Frank Y. Duncan

Good public and human relations must be initiated and maintained in order that an organization render the most effective and efficient service. Agencies in attendance have convinced the public that there is a need for their program which is evidence of good public relations.

In order to initiate and maintain good public relations, an agency must:

1. Have the confidence of the public - proof must be in evidence that their interest is at heart.
2. Have employees who believe in the need and importance of their program.

3. Have supervisory personnel who are thoroughly familiar with all aspects of program.
4. Keep the public informed at all times.
5. Have genuine enthusiasm within its own organization.
6. Make public relations a continuing thing, as we work with various groups with various interests.

Mr. Lucas stressed the necessity of maintaining good public relations with all news media. The following points were stressed in accomplishing this:

1. Give news media what they want.
2. Give it to them when they want it.
3. Give them what they want, when they want it, and in the form they want it.
4. Be available to reporters at all times.
5. Be scrupulously honest with reporters.
6. Never, if possible, issue a denial or attempt to cover up an incident.
7. If a particular reporter is assigned, deal only with him and don't attempt to go over his head.
8. Don't impose on friendship to secure publicity.
9. News media are more interested in what we are doing than in what we have done.

At the conclusion of Mr. Lucas' remarks, a lively discussion was conducted by the moderator, during which time the solution was given to numerous questions raised by the group.

As an aid in keeping good relations, Mr. Lucas left us with the following thoughts:

1. What do people think of me and my agency?
2. What would I like for people to think of me and my agency?
3. How can I persuade people with whom I come in contact to think what I would like for them to think of me and my agency?

PUBLIC SPEAKING

By Dr. M. G. Christopherson

Dr. Christopherson, a native of Rockford, Illinois, received his B.A. degree from Beloit College in 1929 and his M.A. degree from Northwestern University in 1936. In 1953 he received his Ph.D. degree from the University of Florida. From 1934 to 1936 Dr. Christopherson was Head of the English Department of Racine College, Racine, Wisconsin. He was instructor in English at Armour Institute of Technology from 1936 through 1939, and is now Professor of English and Director of Forensics at the University of South Carolina, where he has been since 1940.

Among the honors received by Dr. Christopherson are: Governor, Pi Kappa Delta; Governor, Alpha Psi Omega; and Vice-President, Southern Speech Association. He is the author of "Discussion", 1954 and "The Anti-Nullifiers in Southern Oratory."

SUMMARY

By Robert W. Sanders
Emory D. Cantey

A good public speaker is a person who is able to speak in any speaking situation. From 1820 to 1835 South Carolina produced some of the best speakers the world has ever known. This is attributed to the lack of modern communications whereby they spent more time reading and in family discussions of world problems.

Among the numerous techniques a speaker may use in obtaining attention are:

1. Direct question to the audience to create interest.
2. Refer to chairman's introduction, if appropriate.
3. Make group do some physical act together.
4. Refer to some trivial item in the room.
5. Refer to subject of previous speaker.
6. Do not use jokes unless they are funny or pertinent to obtain reaction.
7. Jump into subject hard, fast and keep at it.

8. Tell your story in one sentence.
9. Give a friendly response to a friendly reception.
10. Tell short story, one to bring interest.
11. Dramatize the points you are trying to put across.
12. First part of speech should be louder and slower than usual, returning to normal shortly after opening remarks.

A good speaker should frame his words so that they can be understood and pause occasionally while speaking to avoid being monotonous. Care should be taken to speak only on subjects with which he is familiar.

A pattern to be followed when a speaker is in a group, trying to solve a particular problem, is as follows:

1. Analyze the problem.
2. Define the problem.
3. Explore the problem.
 - a. Preparation (read a book).
 - b. Read a recent magazine article (pertaining to the problem).
 - c. Discussion of the problem with an expert not in the group.
 - d. Discussion of the problem with someone who is not an expert.
 - e. Think over the sum total of your knowledge of the problem.
4. Suggestions of solution.
5. Debate.

Dr. Christopherson pointed out that debate is that process by which intelligent men work out best solutions.

DISCUSSION

An interesting discussion period sparked by questions from the audience followed Dr. Christopherson's presentation. In answering these questions, the speaker discussed the value of not reading speeches except in unusual situations and the importance of developing the crux of a speech within ten minutes. Dr. Christopherson's closing statement was "An able speaker is an able person."

INNOVATION AND CREATIVITY

By Dean James E. Gates

Dr. Gates is Dean of the College of Business Administration, Director of the Executive Development Program, and Director of the Institute of Management, The University of Georgia. He is a native of Louisville, Kentucky. He received the degree of Bachelor of Science in Commerce from the University of Kentucky and the degree of Doctor of Philosophy from the University of Virginia. Dean Gates formerly held positions as Economist for the Container Corporation of America, as Professor of Economics at Indiana University and Clemson College, and has been employed by several agencies of the Federal Government. He is the author of "Workbook in Elementary Economics" and "Personal Adjustment to Business."

SUMMARY

By J. Elbert O'Cain, ASC
W. C. Anderson, FS

Dean Gates stated, "Nothing is more important than brain power to nations, regions, organizations, and individuals because it determines their success."

The three states of creativity are: (1) Innovations, (2) Inventions, (3) Creative thinking.

Man's basic mental powers are:

1. Absorptive power (sponge) - the ability to observe and apply attention.
2. Retentive power (lock) - the ability to memorize and recall.
3. Reasoning power (balance) - the ability to analyze and judge.
4. Creative power (lightning) - the ability to visualize, to foresee, and to generate ideas.

Absorptive and retentive power form the learning process; reasoning and creative power form the thinking process.

The human brain is similar to electronic brains. It stores information. When we think, we manipulate (or program) the memory. One way to do this is by asking questions.

Einstein said, "Imagination is more important than knowledge." Dr. J. P. Guilford deplored "Education's appalling neglect of creativity."

The steps in creative thinking are:

1. Orientation - decide what the problem is.
2. Preparation - collect the facts.
3. Analysis - break down related material.
4. Ideation - get ideas.
5. Incubation - let the subconscious work on the problem.
6. Synthesis - put things back together.
7. Evaluation - decide on a solution.

The most neglected steps in creative thinking are:

1. Orientation
 - a. Write down the problem
 - b. Break the problem into sub-problems.
2. Ideation - list all possible solutions.

Aristotle's laws of association can be used in getting ideas. They are: (1) Similarity, (2) Contiguity, (3) Contrast.

Certain factors tend to inhibit or prevent creativity. These "mental blocks" can be grouped as follows:

1. Perceptual - we don't see things as others see them.
2. Emotional - nobody likes changes.
3. Cultural - we are a conformist nation.

Ways in which individuals can generate ideas are:

1. Take notes - This spurs creativity because one idea brings on another. Write ideas down because you can't keep them in your mind.

2. Use check lists - They help prime the flow of ideas and can be used to force the relationship between two things.
3. Set deadlines for yourself - Nobody is operating at better than 30 percent of capacity. We can operate better if we set short deadlines.
4. Set quotas for your self.
5. Make a date with yourself - Ideas will come (after preparation) when you are doing what you are enjoying. After you tell the mind to work on a problem, it continues to work on it. It may get bored, but it never gets tired and never sleeps.
6. Ask questions of yourself - It is important that you ask the right questions. Some useful questions are:
 - a. What other uses?
 - b. Borrow or adapt?
 - c. Give it a new twist?
 - d. More so?
 - e. Less so?
 - f. Substitute?
 - g. Reverse?
 - h. Re-arrange?
 - i. Combine?

Groups can "brainstorm" to get ideas. To formally organize a brainstorming session, these steps are helpful:

1. When participants are invited, ask them to record any ideas they have before the session.
2. Write the rules on the board. These are:
 - a. No criticism is allowed.
 - b. Wild ideas are wanted.
 - c. Quantity of ideas is wanted.
3. Invite suggestions - Brainstorm for 30 or 40 minutes. Record all suggestions.
4. List suggestions (triple space) and send the list to the participants.

5. Evaluate ideas:

- a. Select the best ideas.
- b. Imagine all possible contingencies.
- c. Decide on a final answer.

The group performed an exercise in brainstorming, using the theme, "Determining New Uses for Common Brick."

DECISION MAKING AND DELEGATING AUTHORITY

By Malcolm H. Holliday, Jr.

Mr. Holliday was born in Breathett County, Kentucky, educated at Lees Junior College, Jackson, Kentucky, University of Kentucky, and graduated from Morehead State College at Morehead, Kentucky. He is a past president and publisher of Holliday Publications, a group of weekly newspapers in Kentucky. He has served as a special assistant to Senator John Sherman Cooper of Kentucky. Mr. Holliday is a past President and Lt. Governor of the Kentucky-Tennessee District of Kiwanis International. He is a noted humorist and raconteur of Kentucky stories. He is a member of the U. S. Department of Agriculture Management Improvement Committee and served as member of the Department's Honor Award Committee until July 1959.

SUMMARY

By Coyle H. Whitworth, AMS
David D. Devet, FS

Mr. Holliday's address, "Decision Making and Delegating Authority," had the following theme: Decisions are made on the basis of a person's sense of values developed over his entire experience.

Good decision making is not easy. Compromise is often the result, since an evaluation of total loss and total good must precede necessary decisions.

Big decisions do not often identify themselves at the moment. Never discount the day-to-day decisions. The most important decisions in the world to any man are those relating to his own problems.

Mr. Holliday referred to the Bible as the greatest textbook available to man in seeking solutions to human relation problems. The science of human relations has not kept pace with technological development.

Making of decisions entails responsibility for results of that decision. We make decisions within the framework of our personal sense of values. By adhering to this sense of values, our character is molded. Develop a sense of values so sound and true that we need have no fear or shame of the results.

Compromise is involved in day-to-day decision making. These compromises balance the practical against the ultimate.

The basic factors which determine our ability to make decisions also control or limit our ability to delegate authority.

Following the formal lecture, Dr. Holliday presented an interesting case history by permission of "The Incident Process, Copyright 1958 by The Bureau of National Affairs, Inc." This case history was entitled, "Blue Friday for Miss Fale."

The case history was explored by all participants of the TAM Workshop. At the conclusion of the exercise Mr. Holliday pointed out the basic concepts relating to human relations and decision making as revealed by this case study.

YOU AND MANAGEMENT YOU AND YOUR ECONOMY

By Dr. Wallace D. Trevillian

Dr. Wallace D. Trevillian, Head of the Industrial Management Department of Clemson College, was born May 1, 1918, in Charlottesville, Virginia. He received his Bachelor's and Master's degrees from the University of Virginia in 1940 and 1947 respectively. From 1947-1955 he taught Economics at Clemson College, where he progressed from Instructor to Head of the Department of Industrial Management, which was created in 1955. During this period he took a year's leave for post graduate study at the University of California and received a Ph.D. degree from the University of Virginia in 1954.

He is a member of the American Society of Economic Associations, the American Accounting Association, and is listed in "Who's Who in America." Dr. Trevillian is widely known as an authoritative speaker on the subject of "Inflation."

SUMMARY

By Warren E. Garner, ARS
Dr. Adam Betsch, ARS

Dr. Trevillian's speech was based on two books which he recommended for our library.

1. The Man in Management by Lynde C. Steckle, PhD., Harper and Brothers, New York, N. Y., 1958
2. You and Management by Daniel R. Davies and Robert T. Livingston, Harper and Bros., New York, N. Y., 1958

In fact it was a presentation of the tools of the trade (management) and how to incorporate these tools into one's behavior. The tools are:

1. Control, which we never master, consists of:
 - a. Self knowledge - study yourself
 - b. Deliberate delay - most important to avoid hasty decisions
 - c. Personal decentralization
2. Listen - Do not think about what we are going to say next at a sacrifice of thorough listening.
 - a. Passive listening
 - b. Active listening

3. Explain - Have time and patience
 - a. Explain thoroughly
 - b. Check understanding
 - c. Follow up
4. Appreciate - Give more than lip service. Stay until the end of meeting, express and write letter of appreciation.
 - a. People have potential to be good
 - b. People want to be right guys
 - c. People can achieve their goals
 - d. People will respond to positive treatment
5. Stress the Positives - Learn to turn our liabilities into assets.

"What people believe to be true is true for them so far as their behavior is concerned."
6. Criticize Gently. (So that person can profit by the act)
 - a. To prevent a recurrence of the behavior
 - b. To help man learn better ways
 - c. To increase efficiency.
7. Treat Man as a Person - because each of us is a sensitive creature.

HOW: Stay mindful of each one of the above for a stipulated length of time, concentrate, practice. (Perhaps a week at a time)

In his discussion, "You and Your Economy," Dr. Trevillian mentioned the following points:

1. A word about you, congratulating us on being here and not to doubt our usefulness to our respective organizations.
2. The industrial management curriculum at Clemson
3. A few books we might want to read such as: "The Status Seekers," by Vance Packard, "The Communist Challenge to American Business," by Clarence Randall, "The Republic" by Plato, and above all, The Bible.
4. The major issue in the next presidential election will be how we are going to manage the overwhelming strength that is now being vested in a small segment of our population, i.e., how the problems now being created by the differences between management and labor are to be coped with to

prevent overfluencing us and paralyzing our free American economy.

5. South Carolina's future economy - emphasizing that the per capita income figure gives a somewhat distorted picture of its economy.

6. U. S. economy for the next ten years - The outlook is how 80 million working people out of the entire population of 210 million will be able to produce a National gross production of \$750 billion and that would be determined by these factors:

- a. How big the market?
- b. Availability of goods and services.
- c. Defense outlays.
- d. New products.
- e. Mobile market
- f. Discretionary income
- g. Market "demography".

7. What makes economy tick - virtue of uncertainty, expansion and investment, expectation of profit and consumption.

- a. The role of investment
- b. The role of consumption
- c. The acceleration principle
- d. Gross national product

8. Allocation of resources - The United States is highly equipped with the natural resources essential to our economic growth which are land, labor, capital and entrepreneur (management).

Mr. Trevillian concluded by saying that the normal process of growth, expansion and improvement of living standards in this country might, of necessity, have to be curtailed to a degree at necessary intervals in order to expend our assets and our energies in the course of National defense. If and when this comes about, he has no fear that we will meet the competition rather than to go down in style.

THE JOB AHEAD IN AGRICULTURE

By Henry M. Simons, Jr.

Mr. Simons is a graduate of Charleston, South Carolina, public schools and was graduated from Clemson College with a degree in Agriculture in 1946. In 1951, he received his Master's Degree in Agriculture from the University of Maryland. For five years prior to joining Wachovia, he was Regional Editor for Farm Journal, a farm magazine, with headquarters in Atlanta, Georgia. For the last two years he has been Assistant Vice President and Manager of the Agricultural Department of Wachovia Bank and Trust Company. He is currently serving as chairman of the agricultural committee of the Charlotte Chamber of Commerce and is chairman of the community development committee of the Piedmont Area Development Association. He is married to the former Martha Jane Mack of Thomasville, Georgia, and they have four children, Mac - 10, Jane - 8, Lillian - 4 and Marshall - 3 months.

SUMMARY

By Carl V. Simmons, Jr., ARS
John L. Mack, FHA

The population of the United States is increasing seven to eight thousand each day, and it is estimated that the population of the United States will be in the neighborhood of 225 million by 1975. This is an increase of 50 million in the next 15 years and represents an increase of approximately 25 percent in potential consumers of farm products.

The 1958 farm income in South Carolina was 340 million dollars. These products, after manufacturing and distribution, represented a value of 1.1 billion dollars, and with other allied incomes added, the total income directly attributable to agriculture was in excess of 2 billion dollars. Agriculture, also an industry, is frequently being overlooked when other industries are sought for the State.

Part-time farming, contrary to reports from some sections of the United States, has worked out well in South Carolina. It not only has stabilized the labor problem for industry in slack times, but has made it possible for small farmers to off-set farming income losses due to adverse conditions such as were experienced in the past year.

The changes in consumer demand or preference depend on the consumer's awareness of diet (content of food) and selection unlimited.

The following estimated product increases will be necessary in order to feed the 25 percent increase in consumers estimated for 1975:

Potatoes	3%	Milk	24%	Fruit	35%
Wheat	8%	Cotton	29%	Hogs	40%
Peanuts	14%	Cattle	32%	Tobacco	41%
Oats	18%	Eggs	32%	Timber	52%

It is estimated that broilers will need to be increased by 103% to meet the demand of 1961.

The present system of farming is not adequate to meet the predicted needs of 1975. The South has the best potential at the present time to expand and produce the estimated increases needed. The consensus of opinion of practically all in a position to know is that the next 20 years in agriculture belong to the South. This is based on an adequate labor supply, land, capital, and management. Capital, which has been lacking in the past, is now available. Management and capital, working together with labor, and using our natural resources, can make the prediction for the South a reality.

REPORT ON FILMS REVIEWED

The Film Review Committee reviewed three films as follows:

1. The Agriculture Story, USDA - 1301-T-20 *
2. Creativity - USDA - 1000-28-T-1 *
3. Let's Be Human - Business Education Films,
4607 16th Avenue,
Brooklyn 4, N. Y.

The program schedule permitted the showing of only one of these films, "Let's Be Human."

* Available from U. S. Department of Agriculture
Office of Information
Motion Picture Service
Washington 25, D. C.

REFERENCES

BOOKS, PAMPHLETS AND BOOKLETS

1. United States Government Organization Manual, 1958-1959
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PLANNING

Left to right: Joe L. Trihey, FHA; Bob Bullard, FCIC, and Dr. Ross Gerding, ARS. Other Institute graduates who helped plan this workshop were G. A. Meares and J. B. Earle of SCS and Dr. Guy Eberhardt, ARS.



PARTICIPANTS IN ACTION

In left photo, left to right: Walter A. Anderson, FS; W. S. Funk, ASC; James Craig, FHA; George A. Meares, SCS, and Paul H. Russell, FSM. In right photo, left to right: Dr. Carl V. Simmons, Jr., ARS; O. P. Wittig, FS; James L. Aull, SCS, and C. H. Whitworth, AMS.

